



OPM Perspective: Strategic Management of Human Capital

Marta B. Perez

Associate Director for

Human Capital Leadership and

Merit Systems Accountability



A vertical strip on the left side of the slide shows a portion of the American flag, with the stars and stripes visible.

Why Human Capital?

- The Federal government is in a period of major transition and transformation
- Human Capital is a key enabler of government transformation
- Their value to the organization can be increased through targeted investments
- Increasing their organizational value increases the performance capacity of the organization and its ability to achieve results

A vertical strip of an American flag is visible on the left side of the slide, showing the stars and stripes.

What is Different Now?

- Complete agreement as to its importance OPM, OMB, GAO, MSPB, IGs , agencies
- Expectations that HR practices be linked to the Strategic Plan of the agency
- Demands that HC accountability rests with senior leadership - measuring for results

A vertical strip of an American flag is visible on the left side of the slide, showing the stars and stripes.

Human Capital Challenges

- Human Capital is a key enabler of government transformation
- Agencies have made progress in developing their human capital plans and linking it to their strategic plan
- They are still challenged in the implementation of the plans.
- Competencies and workload imbalances
- Reduced investments in people (training, etc)
- Knowledge drain

A vertical graphic on the left side of the slide featuring a portion of the American flag, showing the stars and stripes.


OPM's Role in the Human Capital Initiative

- OPM is the President's advisor on Human Capital and responsible for governmentwide services on Human Capital
- Complete restructuring to accomplish the task
- Providing governmentwide legislation reform to assist agencies
- Ensure agencies implement strategic HR practices and flexibilities



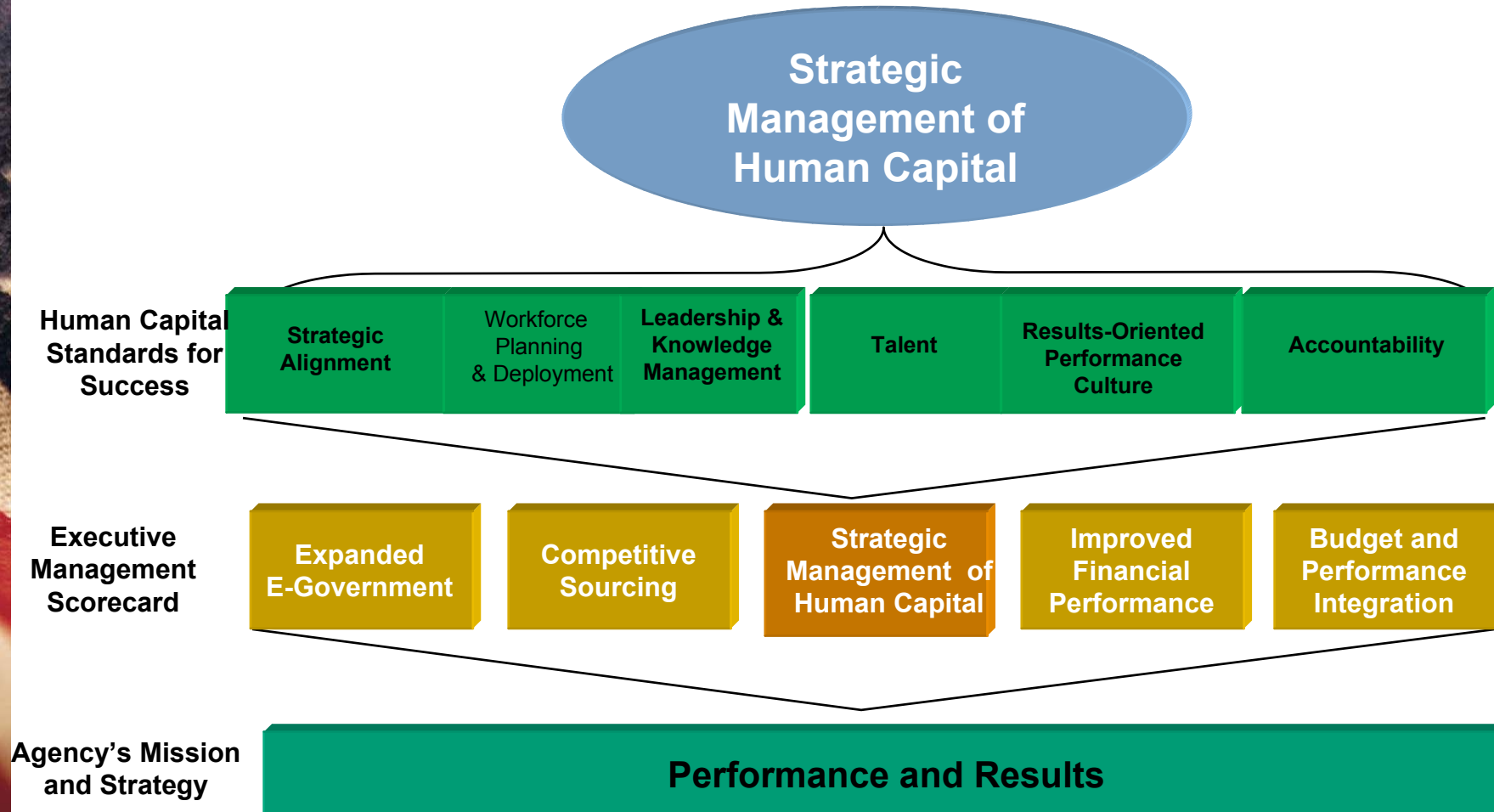
The PMA provides Standards for Success with the focus on results in areas lacking in the Federal Government

- Strategic Management of Human Capital
- Competitive Sourcing
- Improved Financial Performance
- Expanded Electronic Government
- Budget & Performance Integration



Standards for Success Captured in
The Executive Branch Management
Scorecard

OPM's Main Mission is to Spearhead Strategic Management of Human Capital

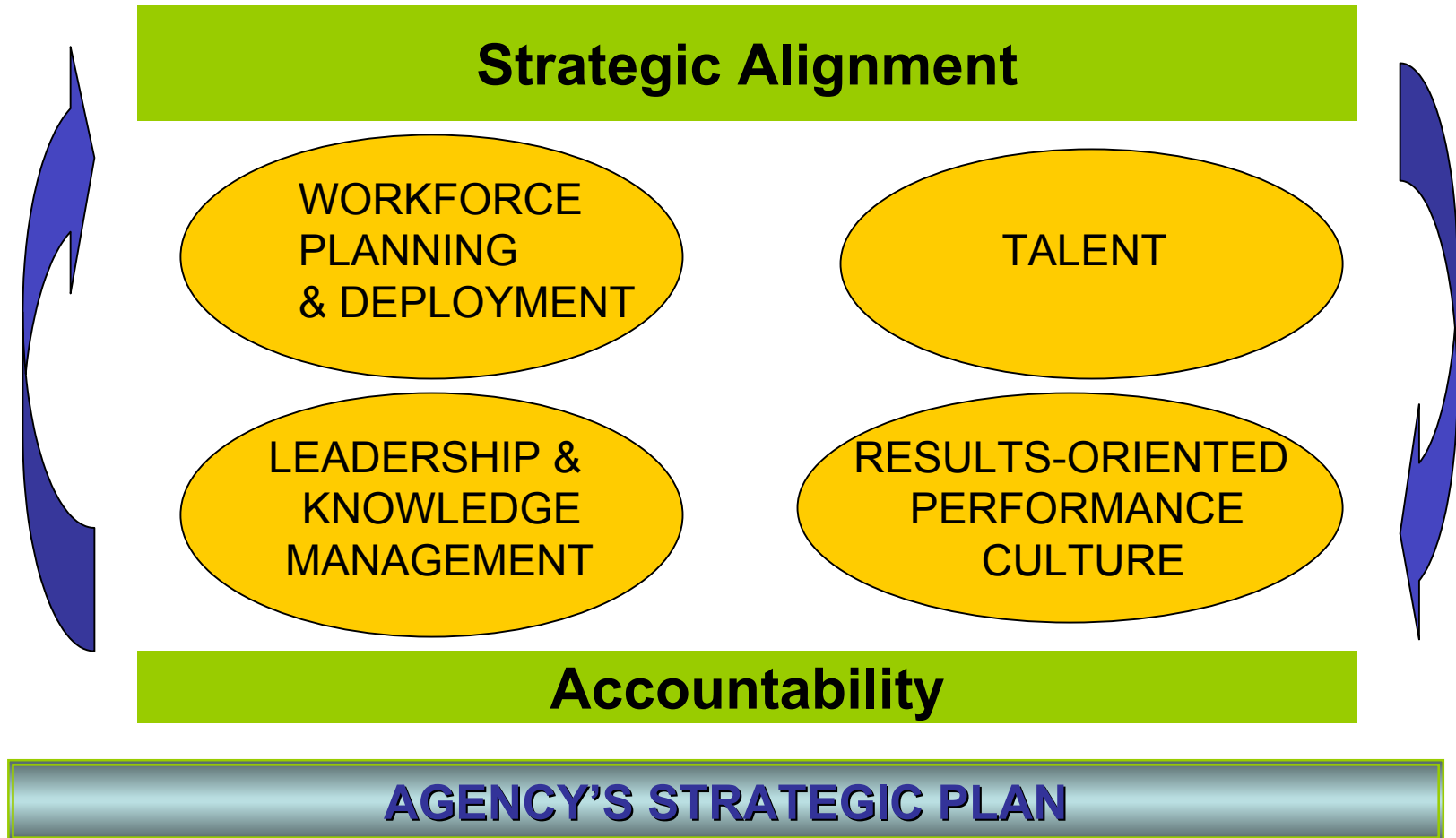


A vertical strip of an American flag is visible on the left side of the slide, showing the stars and stripes.

Evolution of the Human Capital Assessment and Accountability Framework (HCAAF)

- **Integrates OPM, OMB, and GAO perspectives**
- **Civil Service Rule X and Standards for HRM Accountability**
- **OMB Human Capital Standards for Success**
- **OPM Human Capital Scorecard**
- **<http://apps.opm.gov/humancapital/>**

Building Excellence with Human Capital Standards



Human Capital Standards

Critical Success Factors

Strategic Alignment

Human Capital Focus
Governmentwide Human Capital Collaboration
Human Resources Collaboration

Workforce Planning & Deployment

Workforce Planning
Workforce Deployment

Leadership & Knowledge Management

Leadership Planning & Implementation
Change Management
Integrity and Inspiring Employee Commitment
Strategic Knowledge Management
Continuous Learning and Improvement

Results-Oriented Performance Culture

Performance Management
Diversity
Employee/Labor Management Relations

Talent

Workforce Analysis
Compete for Talent

Accountability

Agency-wide System for Ensuring Accountability in Human Capital

A vertical strip of an American flag is visible on the left side of the slide, showing the stars and stripes.

Who is accountable?

- Strategic HC is top leadership's responsibility
- But –HR must help the agency link human capital planning to the mission by :
 - being at the table and proactive
 - providing data
 - offering tools
 - consulting
 - helping management identify and address issues
 - helping the agency demonstrate results

A vertical strip of an American flag is visible on the left side of the slide, showing the stars and stripes.

Successes At USDA

- Have top management support
- HC team is becoming a strategic partner with top leadership in planning for USDA's future
- Have a structure in place to involve stakeholders
- Developed an accountability system that is now being used as a model for other agencies
- Identified gaps and are implementing recruiting, training, and succession plans to close skill gaps at the Department.

A vertical strip of an American flag is visible on the left side of the slide, showing the stars and stripes.

Human Capital Legislation

2002 Homeland Security Legislation

- Creates of Chief Human Capital Officers (CHCO)
- Establishes a CHCO Council
- Requires OPM to design set of systems and metrics for assessing management of human capital
- Allows for direct hiring authority

A vertical strip of an American flag is visible on the left side of the slide, showing the stars and stripes.

Human Capital Legislation

2002 Homeland Security Legislation

- Authorizes alternative ranking and selection procedures
- Permanently extends and expands buyout and early-out authority
- Repeals re-certification requirements for Senior Executive Service members
- Authorizes payment of academic degree training

A vertical graphic on the left side of the slide featuring a portion of the American flag, showing the stars and stripes.

What's Ahead

- Robust HR Departments
- Performance management as an accountability tool—proposed Human Capital Performance Fund
- Workforce analysis driving recruitment decisions
- Leadership development
- Knowledge management



United States of America

Thank You
Questions and Discussion

<http://apps.opm.gov/humancapital/>

